

Netcompany

Telecom Equipment and IT
Denmark

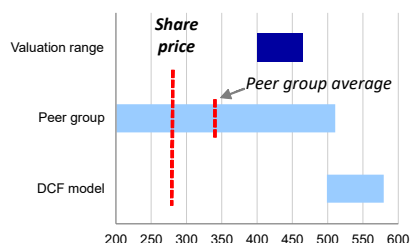
KEY DATA

Stock country	Denmark
Bloomberg	NETC DC
Reuters	NETCG.CO
Share price (close)	DKK 281.5
Free float	85%
Market cap. (bn)	EUR 1.86/DKK 13.82
Website	www.netcompany.com
Next report date	16 Aug 2023

PERFORMANCE



VALUATION APPROACH



ESTIMATE CHANGES

Year	2023E	2024E	2025E
Sales	0%	0%	0%
EBIT (adj)	-2%	-1%	2%

Source: Nordea estimates

Nordea IB & Equity - Analysts

Claus Almer
DirectorJesper Herholt Jensen
Managing Director, Sector Coordinator

Not the same procedure as last time!

On Thursday, we participated in Netcompany's CMD. Likely by a deliberate choice, Netcompany provided very few numbers and hard facts, aside from the medium-term targets announced on Wednesday; thus, the CMD was mostly an educational event. Based on its 2026 targets (starting point), the company trades at 8.0x EV/EBITDA and an accumulated ~14% of MCAP shareholder distribution, of which the majority will be based on share buybacks in 2024-26. Our combined DCF model and peer group valuation range points to DKK 400-460 (unchanged). We have slightly increased our margin assumptions and raised our D&A cost estimates in line with the guidance.

Medium-term guidance: 8.0x 2026 EV/EBITDA

Based on the starting point of its medium-term guidance (2026), Netcompany trades at a ~8.0x EV/EBITDA before the effect of a DKK 2.0bn accumulated shareholder distribution (~14% of market cap), of which the majority will be based on share buybacks (shares to be cancelled). At the CMD, the CFO mentioned a 0.5-1x net debt/EBITDA ratio by 2026 (2022: 1.4x); the midpoint of the range could imply that Netcompany will distribute slightly more than its FCF.

AI played a smaller role at the CMD than we had expected

Netcompany remains quite bullish about the potential that AI could bring. One key prerequisite for AI is data, i.e. the core of Netcompany's offerings, so the rollout of AI services should become an important growth driver for the company in the years to come and provide a competitive advantage.

Many management changes

Several divisions have experienced a material change in their management teams. This is not a major surprise given the performance, but illustrates Netcompany's challenges in creating the right setup within these divisions.

CMD: Focus very different than past events

We were a bit surprised that the CMD did not address, at least in greater detail, some of the elements that are core to Netcompany being successful, i.e. its strategy to attract and keep talent, win rate and pipeline development. The near-absence of data during the CMD makes it more difficult to evaluate and track the performance, although we suspect this was a deliberate choice. The very low market shares (~1-2%) in the UK, Norway and Holland show the growth potential, but it is time to unlock it.

SUMMARY TABLE - KEY FIGURES

DKKm	2019	2020	2021	2022	2023E	2024E	2025E
Total revenue	2,454	2,839	3,632	5,545	6,183	7,111	8,036
EBITDA (adj)	674	809	881	1,112	1,171	1,346	1,561
EBIT (adj)	516	645	742	839	858	1,021	1,216
EBIT (adj) margin	21.0%	22.7%	20.4%	15.1%	13.9%	14.4%	15.1%
EPS (adj, DKK)	7.84	9.36	10.94	12.31	11.65	15.24	18.67
EPS (adj) growth	89.5%	19.4%	16.8%	12.6%	-5.4%	30.8%	22.5%
DPS (ord, DKK)	0.00	1.00	0.00	0.00	0.00	0.00	0.00
EV/Sales	6.8	11.1	10.2	2.9	2.4	2.0	1.7
EV/EBIT (adj)	32.3	48.9	49.9	19.4	17.5	14.1	11.2
P/E (adj)	40.4	66.5	64.4	23.9	24.2	18.5	15.1
P/BV	7.7	12.8	11.6	4.2	3.4	2.9	2.4
Dividend yield (ord)	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
FCF Yield bef A&D, lease	3.1%	2.1%	2.9%	3.3%	3.4%	4.5%	5.7%
Net debt	826	402	1,817	1,536	957	313	-496
Net debt/EBITDA	1.2	0.5	2.2	1.4	0.8	0.2	-0.3
ROIC after tax	13.4%	16.3%	17.7%	15.8%	0.0%	-18.5%	-43.0%

Source: Company data and Nordea estimates

Valuation: DKK 400-460 per share

Our valuation of Netcompany is based on a combination of our DCF model and a peer group valuation. Both methods have their strengths and weaknesses, but we believe they yield a reliable valuation range when combined. Our updated combined DCF- and peer group-based valuation suggests a fair value of DKK 400-460 per share.

As there are few suitable peers for Netcompany, our valuation range is derived from the combination of a DCF model and a peer group valuation.

The valuation is sensitive to the number of years of high revenue growth – if Netcompany were to extend the number of years of revenue growth by more than 20%, this would have a significant impact on our valuation.

Our DCF-based 12-month fair value (WACC: 6.3%) is DKK 540 per share, based on the assumptions outlined below.

NETCOMPANY: DCF MODEL ASSUMPTIONS

Averages and assumptions	2023-30	2031-33	2034-38	2039-43	2044-48	2049-53	LT
Sales growth, CAGR	10.5%	10.0%	10.0%	7.5%	5.0%	2.5%	-
EBIT-margin	15.7%	14.9%	14.0%	13.0%	7.6%	2.3%	-
Capex/depreciation, x	1.0	1.0	1.1	1.1	1.1	1.1	-
Capex/sales	3.7%	2.5%	2.5%	2.4%	2.4%	2.4%	-
NWC/sales	17.9%	17.9%	17.9%	17.9%	17.9%	17.9%	-
FCFF, CAGR	14.8%	4.0%	8.4%	7.3%	-6.3%	-24.4%	2.0%

Source: Nordea estimates

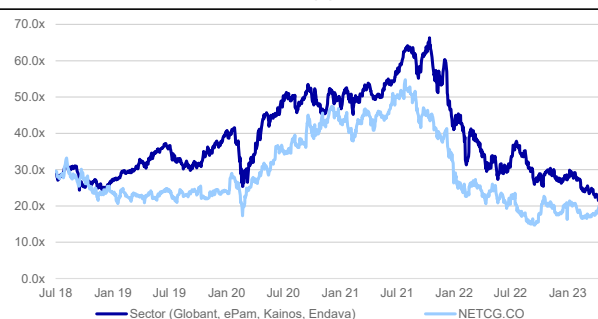
The model is sensitive to revenue growth and the EBIT margin is relatively high, although this should be expected given the company's high-growth profile.

EV/EBITDA: NETCOMPANY VS. SECTOR (x)



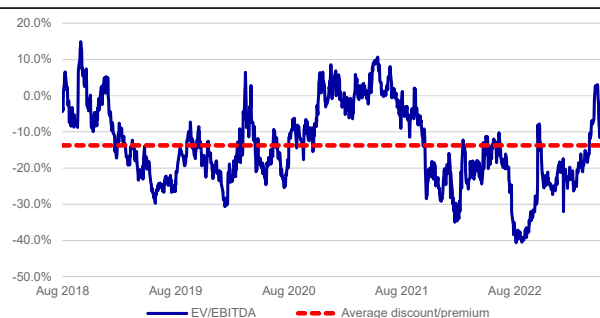
Source: Refinitiv and Nordea

P/E: NETCOMPANY VS. SECTOR (x)



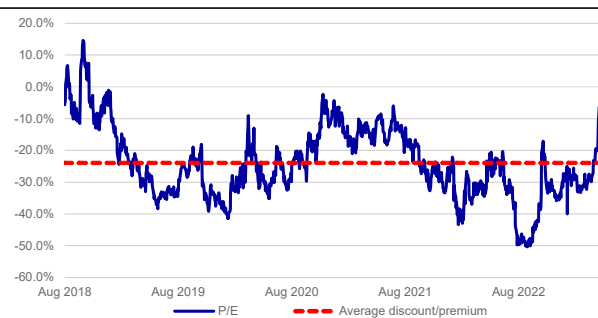
Source: Refinitiv and Nordea

DISCOUNT, EV/EBITDA: NETCOMPANY VS. SECTOR (%)



Source: Refinitiv and Nordea

DISCOUNT, P/E: NETCOMPANY VS. SECTOR (%)



Source: Refinitiv and Nordea

Our peer group valuation is based on IT companies with similar growth, above-average margins and a focus on "new world IT". Geographical exposure plays a smaller role in our selection of peers. Within this group, we see the following companies as particularly suitable:

- Epam
- Globant
- Endava
- Kainos

NETCOMPANY: PEER GROUP VALUATION

		Share price	MCAP	Grw, 2022-25E			EBIT mrg		P/E		EV/EBITDA			EV/EBIT			PEG	Share price		
		price	EURbn	Rev	EBIT	EPS	2023E	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	22-25E	1M	12M	YTD
Key peers																				
Epam	US	1,786	13.9	12%	13%	12%	16.4%	24.0x	20.4x	17.0x	15.1x	12.5x	10.5x	15.1x	12.5x	10.5x	2.0x	-9%	-24%	-22%
Globant	Lux	1,280	7.3	21%	24%	20%	15.4%	32.1x	26.3x	21.0x	17.8x	14.8x	12.0x	17.9x	14.8x	12.1x	1.6x	17%	-3%	9%
Endava	UK	340	2.6	15%	14%	12%	19.9%	18.4x	17.4x	14.7x	11.7x	10.7x	8.9x	11.7x	10.7x	8.9x	1.6x	-15%	-52%	-36%
Kainos	UK	113	1.9	16%	12%	12%	17.4%	30.4x	28.0x	24.2x	21.6x	19.1x	16.6x	21.5x	19.1x	16.5x	2.6x	5%	6%	-16%
Reply	UK	767	3.8	13%	11%	11%	13.1%	19.5x	17.5x	15.8x	11.1x	10.0x	9.2x	11.1x	10.1x	9.2x	1.7x	-2%	-16%	-4%
Average (ex Reply)	-	-	6.4	16%	16%	14%	17.3%	26.2x	23.0x	19.2x	16.5x	14.3x	12.0x	16.5x	14.3x	12.0x	2.0x	-1%	-18%	-16%
Netcompany (cons.)	DK	281	1.9	13%	9%	13%	14.7%	23.0x	17.9x	15.1x	14.6x	12.7x	11.0x	14.7x	12.8x	11.1x	1.8x	7%	-31%	-4%
IT service companies:																				
IBM	US	120	109.2	3%	7%	3%	18.4%	13.6x	12.8x	12.6x	10.5x	10.1x	9.7x	10.6x	10.2x	9.7x	4.0x	2%	-7%	-9%
Accenture	IE	286	180.8	2%	3%	5%	15.7%	26.4x	24.3x	22.2x	16.5x	15.1x	13.7x	16.5x	15.1x	13.7x	5.0x	9%	2%	15%
Cognizant	US	58	29.6	4%	4%	5%	15.3%	14.6x	13.4x	12.2x	8.8x	8.2x	7.6x	8.8x	8.2x	7.6x	2.7x	5%	-16%	9%
Atos	FR	14	35.0	-0%	20%	58%	4.9%	21.1x	19.2x	17.2x	13.0x	12.1x	11.0x	13.0x	12.0x	11.0x	0.4x	7%	12%	10%
Cap Gemini	FR	168	61.8	6%	9%	10%	12.7%	22.5x	20.7x	18.4x	15.3x	14.1x	12.7x	15.3x	14.1x	12.7x	2.3x	5%	-11%	-13%
CGI Group	CA	97	137.6	4%	4%	8%	16.6%	28.7x	25.7x	23.1x	19.8x	17.9x	16.1x	19.8x	17.9x	16.1x	3.6x	3%	1%	4%
DXC Technology	US	23	25.2	-5%	-4%	7%	8.7%	19.5x	17.7x	15.8x	12.0x	11.2x	10.2x	11.9x	11.2x	10.2x	2.9x	6%	-13%	4%
Sopra Steria	FR	177	12.4	7%	11%	15%	9.0%	19.7x	17.9x	15.3x	12.9x	12.5x	10.7x	12.9x	12.5x	10.7x	1.3x	9%	1%	10%
HCL	IN	13	1.6	9%	8%	7%	18.7%	6.6x	4.5x	3.6x	4.3x	3.9x	3.3x	4.3x	3.9x	3.3x	0.9x	12%	-42%	56%
Infosys	IN	15	29.1	10%	7%	7%	21.8%	14.6x	13.2x	12.0x	9.2x	8.5x	7.7x	9.2x	8.5x	7.7x	2.0x	2%	-5%	8%
Tata	IN	38	22.8	10%	10%	9%	25.3%	19.9x	18.0x	16.5x	13.0x	12.1x	11.6x	11.6x	11.0x	10.6x	2.2x	2%	30%	20%
Wipro	IN	5	5.0	6%	3%	2%	16.2%	7.2x	6.5x	5.5x	3.6x	3.7x	3.6x	3.6x	3.7x	3.6x	3.3x	5%	-29%	-6%
Tech Mahindra	IN	13	3.6	8%	3%	2%	13.1%	10.7x	9.4x	8.4x	6.4x	5.9x	5.4x	6.5x	6.0x	5.5x	4.7x	-10%	9%	25%
Average, ex India	-	-	74.0	3%	7%	14%	12.6%	20.8x	19.0x	17.1x	13.6x	12.7x	11.5x	13.6x	12.7x	11.5x	2.7x	6%	-4%	4%
Average	-	-	50.3	5%	7%	11%	15.1%	17.3x	15.6x	14.1x	11.2x	10.4x	9.5x	11.1x	10.3x	9.4x	2.7x	4%	-8%	10%
Nordic peers:																				
Trifork	DK	19	0.4	12%	22%	21%	11.4%	30.5x	20.2x	16.7x	13.2x	11.0x	9.6x	21.2x	16.7x	13.8x	1.4x	-11%	-	-3%
NNIT	DK	85	0.3	6%	-232%	-	7.1%	-	-	-	8.8x	7.6x	6.4x	485.5x	12.1x	10.7x	-	12%	13%	29%
TietoEvyri	FI	26	3.1	3%	8%	7%	12.2%	10.7x	10.1x	9.1x	7.3x	7.0x	6.9x	10.7x	9.9x	9.7x	1.5x	-11%	11%	-3%
KnowIT	SE	16	0.4	6%	3%	6%	6.8%	16.9x	14.1x	12.5x	7.4x	6.9x	6.6x	13.2x	11.4x	10.2x	2.8x	-22%	-41%	-9%
Average	-	-	1.0	7%	-50%	11%	9.4%	19.4x	14.8x	12.8x	9.2x	8.1x	7.3x	132.6x	12.5x	11.1x	1.9x	-8%	-6%	4%
SimCorp	DK	722	3.8	9%	16%	13%	23.8%	37.7x	30.5x	26.7x	27.7x	23.1x	20.3x	32.1x	25.0x	21.8x	2.9x	-2%	34%	51%
Others:																				
Europe IT consult. 1)	-	-	-	6%	12%	13%	8.0%	23.6x	26.1x	22.4x	10.8x	7.8x	8.1x	15.1x	15.1x	11.0x	1.8x	-3%	-0%	23%
Global IT consult. 2)	-	-	-	7%	12%	15%	23.0%	24.9x	23.8x	24.5x	14.0x	11.9x	280.6x	19.1x	18.7x	15.4x	1.6x	-0%	-4%	1%
Average, total	-	-	-	8%	-1%	13%	14.6%	22.3x	20.7x	18.6x	12.3x	10.5x	63.5x	38.9x	14.2x	11.8x	2.0x	-1%	-7%	4%
Netcompany, NDA	DK	281	1.9	13%	13%	15%	14.4%	24.2x	18.5x	15.1x	13.3x	11.1x	9.1x	18.1x	14.6x	11.7x	1.6x	7%	-31%	-4%

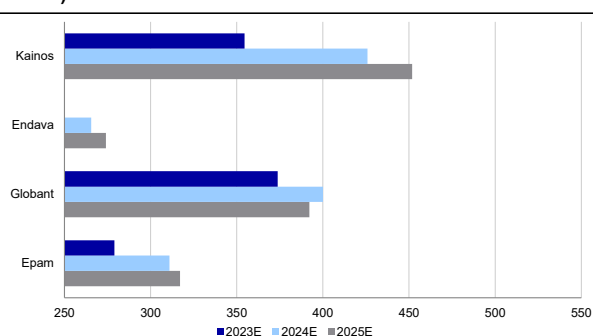
Source: Refinitiv and Nordea estimates

VALUATION: NETCOMPANY (OUR ESTIMATES) VS. PEER GROUP VALUATION

	Grw, 2022-25E			EV/EBIT			PEG	Share price	
	Rev	EBIT(A)	EPS	2023E	2024E	2025E	22-25E	1M	YTD
Key peers	Underperf.	Outperf.	Underperf.	Discount	Discount	Discount	Premium	Outperf.	Underperf.
IT service companies:	Outperf.	Outperf.	Underperf.	Premium	Premium	Premium	Discount	Outperf.	Underperf.
Nordic peers:	Outperf.	Outperf.	Underperf.	Discount	Premium	Discount	Premium	Outperf.	Underperf.
Europe IT consult. 1)	Outperf.	Outperf.	Underperf.	Premium	Discount	Discount	Premium	Outperf.	Underperf.
Global IT consult. 2)	Outperf.	Outperf.	Underperf.	Discount	Discount	Discount	Premium	Outperf.	Underperf.

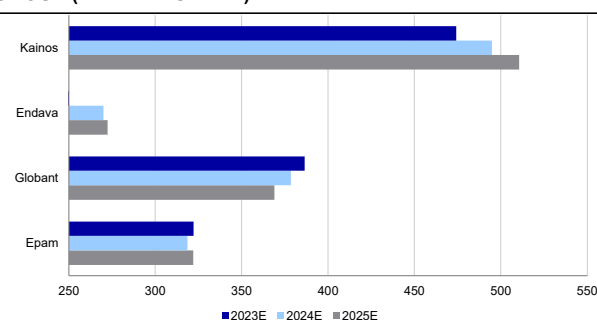
Source: Refinitiv and Nordea estimates

P/E VALUATION BASED ON KEY PEER GROUP (DKK PER SHARE)

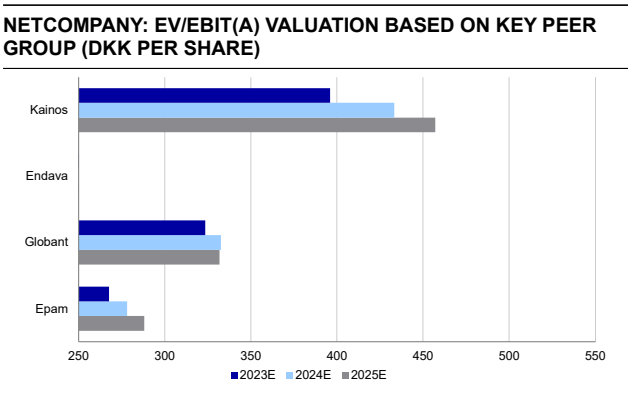


Source: Refinitiv and Nordea

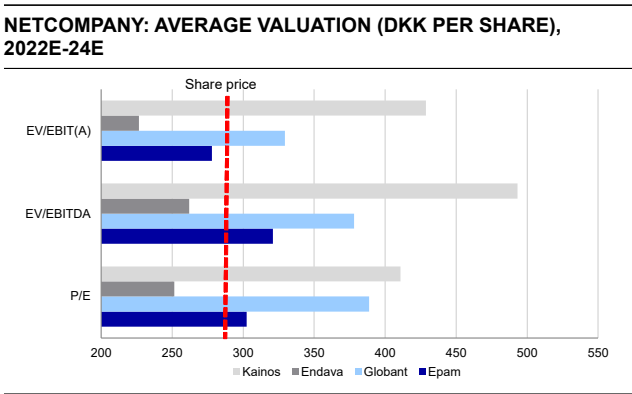
NETCOMPANY: EV/EBITDA VALUATION BASED ON KEY PEER GROUP (DKK PER SHARE)



Source: Refinitiv and Nordea



Source: Refinitiv and Nordea



Source: Refinitiv and Nordea

Netcompany: Quarterly reported numbers

NETCOMPANY: QUARTERLY NUMBERS (DKKm; EPS IN DKK)

	2019				2020				2021				2022				2023
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Revenue	598	593	592	671	696	676	695	773	855	827	798	1,152	1,372	1,306	1,348	1,519	1,540
Production cost	364	370	336	387	421	416	401	445	529	533	470	766	954	942	877	999	1,100
Gross profit	234	223	256	284	275	260	293	328	326	293	328	386	417	364	471	520	440
Sales & marketing	3	3	3	3	4	4	4	5	6	6	6	19	9	10	11	12	12
Administration	84	93	89	101	106	95	94	99	103	121	123	157	181	199	185	199	231
Special items	-1	-3	-1	0	0	0	0	0	0	0	-30	-8	0	0	-1	6	0
EBITA	146	123	164	180	164	161	195	224	216	167	170	203	227	156	275	315	197
Amortisation	26	25	26	25	25	25	25	24	9	9	9	24	33	33	35	34	34
EBIT	120	99	138	155	139	136	170	200	207	158	161	178	194	123	240	281	163
Net financial items	6	-21	-4	-5	-19	-16	-6	-152	37	-12	-12	11	-16	-23	-19	-25	-32
Pre-tax profit	126	78	134	160	120	120	164	48	244	146	149	189	178	101	221	256	131
Taxes	28	16	31	34	27	24	36	43	45	33	41	35	45	16	52	41	28
Net profit	99	62	102	126	93	96	128	5	200	112	109	154	132	85	170	216	103
Revenue visibility	1,786	2,106	2,387	-	2,132	2,484	2,720	2,839	2,765	3,065	3,274	3,632	4,544	4,977	5,296	5,545	4,921
% of FY revenue	72.8%	85.8%	97.3%	-	75.1%	87.5%	95.8%	100.0%	76.1%	84.4%	90.1%	100.0%	73.5%	80.5%	85.7%	89.7%	79.6%
In/out orders	207	319	282	67	304	352	236	119	634	299	209	-	719	433	320	248	741
Growth, y/y	-26.3%	48.3%	-19.3%	137.0%	46.9%	10.2%	-16.2%	78.1%	108.5%	-15.0%	-11.4%	-	13.4%	44.8%	52.7%	-	3.1%
EPS	2.0	1.3	2.1	2.5	1.9	2.0	2.6	0.1	4.1	2.3	2.2	3.1	2.7	1.7	3.5	4.3	2.1
EPS growth, y/y	94.2%	-	32.3%	83.8%	-5.5%	55.6%	24.9%	-96.0%	114.8%	16.8%	-15.3%	2958.4%	-33.3%	-24.9%	56.1%	39.7%	-22.5%
Tax rate	21.9%	20.5%	23.4%	21.2%	22.4%	19.9%	21.9%	89.5%	18.2%	22.9%	27.2%	18.5%	25.6%	15.5%	23.4%	16.0%	21.2%
Revenue growth, y/y	15.6%	18.0%	20.8%	23.5%	16.4%	13.9%	17.3%	15.1%	23.0%	22.4%	14.9%	48.1%	60.4%	58.0%	68.9%	31.9%	12.3%
Gross margin	39.1%	37.5%	43.2%	42.3%	39.5%	38.4%	42.2%	42.4%	38.1%	35.5%	41.2%	33.5%	30.4%	27.9%	34.9%	34.2%	28.6%
Incremental EBITA margin, adj	24.1%	40.2%	27.3%	38.6%	17.2%	42.7%	30.5%	42.9%	32.7%	3.5%	4.4%	-3.5%	2.0%	-2.2%	13.6%	28.6%	-17.9%
EBITA, adj	147	126	164	180	164	161	195	224	216	167	170	203	227	156	275	315	197
EBITA margin, adj	24.6%	21.3%	27.7%	26.8%	23.6%	23.9%	28.1%	28.9%	25.3%	20.2%	25.1%	18.3%	16.5%	12.0%	20.4%	20.8%	12.8%
FCF	74	80	126	116	95	103	149	-80	10	-36	180	-944	10	-36	180	268	10
Revenue, public	351	342	356	407	433	442	436	466	502	488	462	759	875	837	885	998	1,025
Revenue, private	247	252	236	264	262	233	258	307	353	339	336	394	497	469	463	521	516
Revenue, Core	598	593	592	671	696	676	695	773	855	827	798	1,152	1,372	1,306	1,348	1,519	1,540
Revenue, Expand	-	-	-	-	-	-	-	-	-	-	-	286	399	419	405	511	482
Revenue growth, Core	15.6%	18.0%	20.8%	23.5%	16.4%	13.9%	17.3%	15.1%	23.0%	22.4%	14.9%	12.1%	13.8%	7.3%	18.2%	16.4%	8.8%
Revenue growth, Expand	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	78.7%	20.9%
Netcompany Denmark:																	
Revenue, Denmark	442	435	437	505	525	532	543	601	656	637	624	674	725	679	714	759	769
Revenue growth, Denmark	11.2%	16.7%	19.4%	23.9%	18.7%	22.3%	24.3%	18.8%	25.0%	19.9%	14.9%	12.2%	10.6%	6.5%	14.4%	12.7%	6.1%
Gross margin, DK	43.4%	42.1%	48.8%	47.1%	43.6%	44.4%	48.7%	47.0%	42.7%	38.7%	45.9%	42.9%	39.4%	36.3%	47.7%	44.1%	35.1%
EBITA adj., DK	130	119	152	169	157	170	199	209	202	166	205	195	192	143	242	217	139
EBITA margin adj., DK	29.4%	27.3%	34.8%	33.5%	29.9%	31.9%	36.7%	34.8%	30.8%	26.1%	32.8%	28.9%	26.4%	21.0%	33.8%	28.6%	18.1%
Netcompany Norway:																	
Revenue, Norway	55	47	45	53	55	43	44	58	73	68	58	68	78	56	72	89	90
Revenue growth, Norway	29.3%	14.1%	13.2%	12.4%	-0.4%	-8.7%	-3.1%	9.0%	32.6%	59.6%	32.5%	16.9%	7.8%	-18.3%	22.6%	31.7%	14.6%
Gross margin, Norway	41.7%	32.0%	30.0%	27.0%	27.3%	12.4%	20.2%	24.6%	29.3%	24.7%	23.0%	20.5%	17.1%	-6.5%	16.4%	22.4%	17.5%
EBITA adj., Norway	15	7	7	6	8	6	3	6	13	6	2	-2	-1	-19	-3	3	-1
EBITA margin adj., Norway	27.0%	14.7%	15.9%	10.7%	13.8%	13.8%	6.4%	10.8%	18.1%	8.2%	3.8%	-2.9%	-0.9%	-34.6%	-4.6%	3.8%	-1.6%
Netcompany UK:																	
Revenue, UK	101	104	96	95	98	80	80	82	105	101	99	105	143	134	132	146	165
Revenue growth, UK	30.5%	17.3%	13.7%	8.5%	-2.3%	-23.2%	-16.2%	-14.5%	6.8%	25.7%	22.9%	28.9%	36.3%	33.0%	34.1%	38.5%	15.0%
Gross margin, UK	18.7%	22.5%	26.5%	29.1%	25.4%	13.3%	11.3%	21.6%	20.4%	24.8%	29.2%	29.1%	30.0%	26.8%	26.8%	28.4%	30.0%
EBITA adj., UK	11	12	16	16	11	0	-3	8	11	7	12	14	27	15	19	21	29
EBITA margin adj., UK	11.0%	11.8%	16.6%	16.5%	11.5%	-0.1%	-3.9%	9.6%	10.0%	6.8%	12.1%	13.0%	18.5%	11.3%	14.0%	14.6%	17.8%
Netcompany Netherlands:																	
Revenue, Netherlands	-	7	14	16	18	21	29	31	22	20	17	23	29	18	26	36	34
Revenue growth, Netherlands	-	-	-	-	-	197.2%	107.9%	88.5%	22.0%	-3.3%	-40.5%	-25.8%	33.1%	-11.8%	50.9%	58.6%	19.7%
Gross margin, Netherlands	-	18.3%	25.0%	20.9%	31.1%	36.5%	36.1%	43.6%	12.5%	26.0%	0.6%	10.5%	23.3%	-15.6%	21.8%	19.5%	20.6%
EBITA adj., Netherlands	-	-1	-2	-3	1	2	6	9	-2	-2	-8	-7	-1	-12	-2	-2	-1
EBITA margin adj., Netherlands	-	-15.5%	-13.6%	-17.2%	6.2%	11.4%	20.6%	30.3%	-10.6%	-9.3%	-48.0%	-29.4%	-4.2%	-65.0%	-8.0%	-6.1%	-2.6%
Netcompany Intrasoft:																	
Revenue, Intrasoft	-	-	-	-	-	-	-	-	-	-	-	286	399	419	405	511	482
Revenue growth, Intrasoft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	78.7%	20.9%
Gross margin, Intrasoft	-	-	-	-	-	-	-	-	-	-	-	17.6%	17.1%	21.0%	19.3%	22.8%	20.4%
EBITA adj., Intrasoft	-	-	-	-	-	-	-	-	-	-	-	21	25	42	32	69	45
EBITA margin adj., Intrasoft	-	-	-	-	-	-	-	-	-	-	-	7.5%	6.2%	10.1%	7.8%	13.4%	9.4%
12-month performance:																	
Revenue (12m)	2,134	2,224	2,326	2,454	2,552	2,634	2,737	2,839	2,998	3,149	3,253	3,632	4,148	4,627	5,178	5,545	5,713
Revenue growth (12m)	33.3%	23.5%	19.1%	19.5%	19.6%	18.4%	17.7%	15.7%	17.5%	19.6%	18.8%	28.0%	38.4%	46.9%	59.2%	52.7%	37.7%
- DK (12M)	20.4%	16.4%	16.5%	17.8%	19.7%	21.1%	22.3%	20.9%	22.6%	21.9%	19.6%	17.8%	14.1%	10.9%	10.9%	11.1%	9.8%
- Norway (12M)	29.9%	22.9%	19.2%	17.2%	9.1%	3.6%	0.1%	-0.5%	8.6%	23.8%	32.0%	33.8%	25.4%	7.1%	6.3%	10.4%	12.3%
- UK (12M)	-	-	34.0%	17.1%	8.9%	-2.0%	-8.9%	-14.1%	-11.9%	-0.5%	9.0%	20.4%	29.0%	30.9%	33.3%	35.5%	28.8%
- Netherlands (12M)	-	-	-	-	-	-	-	-	86.1%	47.4%	6.9%	-16.8%	-13.0%	-14.7%	6.2%	32.8%	28.5%
- Intrasoft (12M)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITA adj (12M)	504	540	568	617	634	669	701	744	797	802	806	793	804	793	868	973	943
EBITA margin, adj (12M)	23.6%	24.3%	24.4%	25.2%	24.9%	25.4%	25.6%	26.2%	26.6%	25.5%	24.8%	21.8%	19.4%	17.1%	16.8%	17.6%	16.5%
- DK (12M)	31.2%	30.7%	30.7%	31.3%	31.4%	32.4%	33.0%	33.4%	33.5%	31.9%	31.1%	29.6%	28.9%	26.5%	28.5%	27.6%	25.3%
- Norway (12M)	20.6%	19.4%	18.7%	17.3%	13.7%	13.5%	11.3%	11.3%	13.0%	11.5%	10.6%	7.1%	7.3%	-4.7%	-8.0%	-6.7%	-6.7%
- UK (12M)	9.0%	9.1%	11.4%	13.9%	14.0%	11.6%	6.7%	4.7%	4.4%	6.0%	9.6%	10.5%	12.5%	12.7%	14.2%	14.7%	14.6%
- Netherlands (12M)	-	-	-	-	-8.5%	-1.7%	8.0%	19.1%	15.0%	10.9%	-3.6%	-23.4%	-15.6%	-27.4%	-25.8%	-15.8%	-14.7%
- Intrasoft (12M)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8.0%	9.6%	-
Incremental EBITA margin (12M)	13.1%	21.3%	26.6%	33.2%	31.2%	31.5%	32.3%	33.0%	36.4%	25.7%	20.5%	6.2%	0.6%	-0.2%	3.3%	7.3%	8.9%

Source: Company data and Nordea

Netcompany: Annual numbers

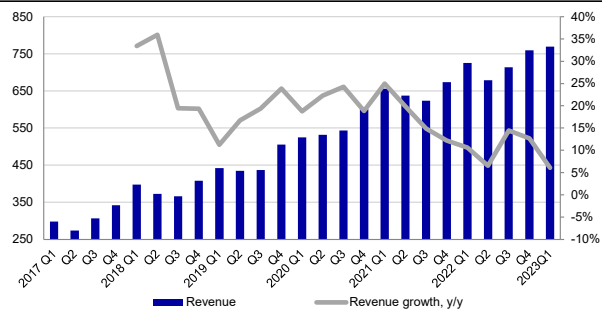
NETCOMPANY: ANNUAL NUMBERS (DKKm; EPS IN DKK)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
Revenue	461	629	758	900	1,416	2,053	2,454	2,839	3,632	5,545	6,183	7,111	8,036
Production cost	-	-	447	527	803	1,237	1,458	1,683	2,299	3,772	4,304	4,942	5,541
Gross profit	-	-	311	373	613	817	996	1,155	1,333	1,772	1,879	2,169	2,495
Sales & marketing	-	-	4	4	10	12	12	17	37	41	46	53	59
Administration	-	-	100	121	201	290	367	394	503	764	843	931	1,034
Special items	-	-	0	-35	-33	-34	-4	0	-38	0	0	0	0
EBITDA	91	157	228	233	402	520	669	809	843	1,112	1,171	1,346	1,561
Depreciation	9	8	9	32	34	40	56	65	88	139	180	160	160
Amortisation	0	-2	12	0	0	0	0	0	0	0	0	0	0
EBITA	81	150	207	201	369	480	613	744	755	973	991	1,186	1,401
Amortisation	2	2	0	74	96	115	102	99	51	134	133	165	185
EBIT	80	149	207	127	273	365	511	645	704	839	858	1,021	1,216
Net financial items	1	1	0	-62	-73	-109	-14	-193	24	-83	-91	-65	-45
Pre-tax profit	81	150	208	65	200	256	497	452	728	757	766	956	1,172
Taxes	8	15	20	44	59	74	109	130	153	154	184	194	238
Net profit	73	134	188	21	141	181	389	322	575	603	582	762	933
One-off items	0	0	0	-35	-33	-34	-4	0	-38	0	0	0	0
EPS	-	-	-	-	2.8	3.7	7.9	6.4	11.7	12.3	11.6	15.2	18.7
EPS growth, y/y	-	-	-	-	-	29.7%	116.7%	-18.6%	82.4%	4.5%	-5.1%	30.8%	22.5%
Tax rate	9.3%	10.2%	9.6%	67.1%	29.7%	29.1%	21.9%	28.7%	21.1%	20.3%	24.0%	20.3%	20.3%
Revenue growth, y/y	15.0%	36.6%	20.5%	18.7%	57.4%	45.0%	19.5%	15.7%	28.0%	52.7%	11.5%	15.0%	13.0%
Gross margin	-	-	41.1%	41.4%	43.3%	39.8%	40.6%	40.7%	36.7%	32.0%	30.4%	30.5%	31.1%
EBITDA margin	19.8%	24.9%	30.1%	25.9%	28.4%	25.3%	27.3%	28.5%	23.2%	20.1%	18.9%	18.9%	19.4%
EBITA, adj	81	150	207	236	402	514	617	744	755	973	991	1,186	1,401
EBITA margin, adj	17.7%	23.9%	27.4%	26.3%	28.4%	25.0%	25.2%	26.2%	20.8%	17.6%	16.0%	16.7%	17.4%
EBITA margin	17.7%	23.9%	27.4%	22.3%	26.0%	23.4%	25.0%	26.2%	20.8%	17.6%	16.0%	16.7%	17.4%
EBIT margin	17.3%	23.6%	27.4%	14.1%	19.3%	17.8%	20.8%	22.7%	19.4%	15.1%	13.9%	14.4%	15.1%
Net profit, adj.	75	136	188	106	241	298	471	399	644	707	686	891	1,078
CFFO	-	-	217	117	195	227	559	718	1,151	773	713	820	999
Capex	-16	-4	-18	-2,539	-150	-27	-65	-102	-1,254	-244	-162	-176	-191
FCF	-	-	207	-2,422	45	200	495	616	-103	529	551	644	809
Revenue, public	-	-	312	368	730	1,152	1,456	1,778	2,209	3,567	3,977	4,574	5,168
Revenue, private	-	-	447	531	686	901	998	1,061	1,421	1,950	2,174	2,500	2,825
Revenue, Core	-	-	758	900	1,416	2,053	2,454	2,839	3,349	3,846	4,314	7,073	7,993
Revenue, Expand	-	-	-	-	-	-	-	-	281	1,670	1,837	2,113	2,429
Revenue growth, Core	-	-	-	18.7%	57.4%	45.0%	19.5%	15.7%	18.0%	14.8%	12.2%	64.0%	13.0%
Revenue growth, Expand	-	-	-	-	-	-	-	-	-	494.3%	10.0%	15.0%	15.0%
Development revenue	-	-	347	439	647	1,005	1,258	1,517	2,302	2,640	2,944	3,385	3,826
Maintenance revenue	-	-	411	461	769	1,048	1,196	1,322	1,328	2,876	3,207	3,688	4,167
Netcompany Denmark:													
Revenue, Denmark	461	629	758	888	1,220	1,544	1,819	2,200	2,592	2,915	3,271	3,761	4,184
Revenue growth, Denmark	15.0%	36.6%	20.5%	18.7%	37.4%	26.5%	17.8%	21.0%	17.8%	12.5%	12.2%	15.0%	11.2%
EBITA adj., DK	81	150	207	234	358	461	544	706	712	762	713	839	971
EBITA margin adj., DK	17.7%	23.9%	27.4%	26.4%	29.4%	29.8%	29.9%	32.1%	27.5%	26.1%	21.8%	22.3%	23.2%
Intrasoft													
Revenue, Intrasoft	-	-	-	-	-	-	-	-	281	1,670	1,837	2,113	2,429
Revenue growth, Intrasoft	-	-	-	-	-	-	-	-	-	494.3%	10.0%	15.0%	15.0%
EBITA adj., Intrasoft	-	-	-	-	-	-	-	-	19	173	190	219	252
EBITA margin adj., Intrasoft	-	-	-	-	-	-	-	-	6.9%	10.4%	10.4%	10.4%	10.4%
Netcompany UK													
Revenue, UK	-	-	-	-	62	338	395	340	410	555	611	702	808
Revenue growth, UK	-	-	-	-	-	446.2%	16.7%	-13.8%	20.4%	35.5%	10.0%	15.0%	15.0%
EBITA adj., UK	-	-	-	-	12	23	48	9	34	80	87	115	148
EBITA margin adj., UK	-	-	-	-	20.0%	6.8%	12.2%	2.8%	8.2%	14.3%	14.3%	16.3%	18.3%
Netcompany Norway													
Revenue, Norway	-	-	-	12	134	171	203	200	267	295	339	390	449
Revenue growth, Norway	-	-	-	-	1044.4%	27.9%	18.6%	-1.7%	33.8%	10.4%	15.0%	15.0%	15.0%
EBITA adj., Norway	-	-	-	2	31	31	32	12	12	-23	0	10	22
EBITA margin adj., Norway	-	-	-	17.1%	23.1%	17.9%	15.9%	6.0%	4.6%	-7.7%	0.0%	2.5%	5.0%
Netcompany Netherlands													
Revenue, Netherlands	-	-	-	-	-	-	37	99	82	109	125	144	166
Revenue growth, Netherlands	-	-	-	-	-	-	-	163.7%	-16.8%	32.8%	15.0%	15.0%	15.0%
EBITA adj., Netherlands	-	-	-	-	-	-	-7	17	-22	-19	0	4	8
EBITA margin adj., Netherlands	-	-	-	-	-	-	-17.4%	17.0%	-27.0%	-17.1%	0.0%	2.5%	5.0%

Source: Company data and Nordea estimates

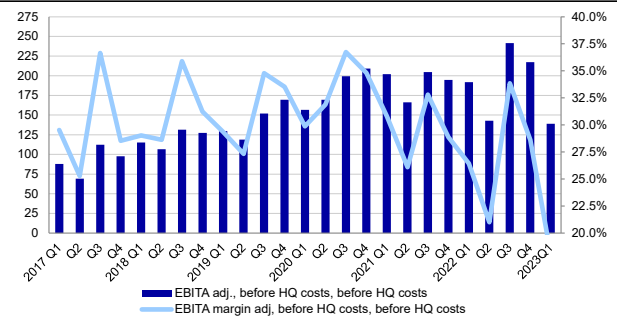
Quarterly charts

NETCOMPANY, DENMARK: REVENUE (DKKm)



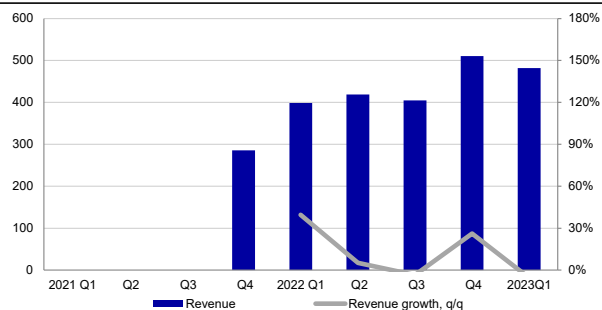
Source: Company data and Nordea

NETCOMPANY, DENMARK: EBITA (DKKm)



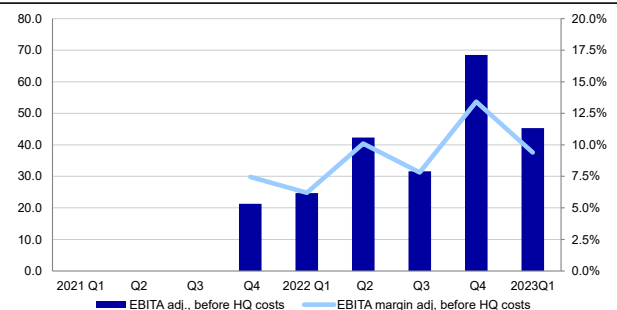
Source: Company data and Nordea

NETCOMPANY, INTRASOFT: REVENUE (DKKm)



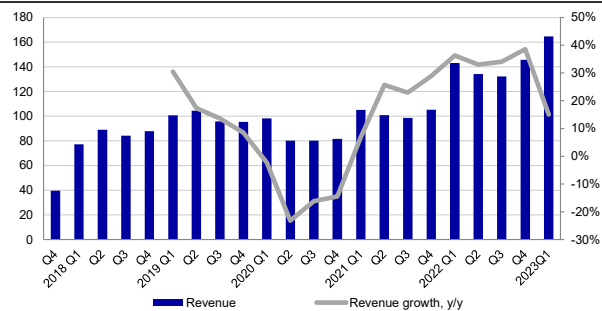
Source: Company data and Nordea

NETCOMPANY, INTRASOFT: EBITA (DKKm)



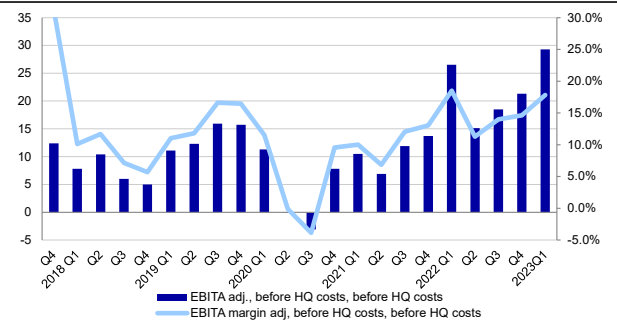
Source: Company data and Nordea

NETCOMPANY, UK: REVENUE (DKKm)



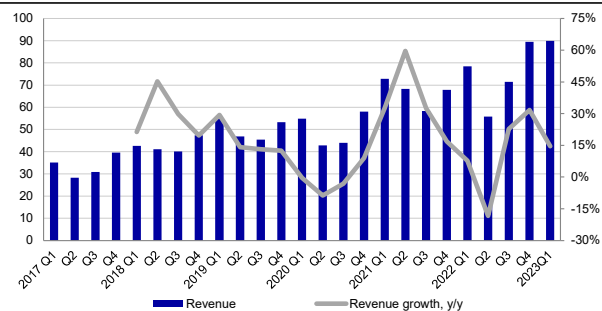
Source: Company data and Nordea

NETCOMPANY, UK: EBITA (DKKm)



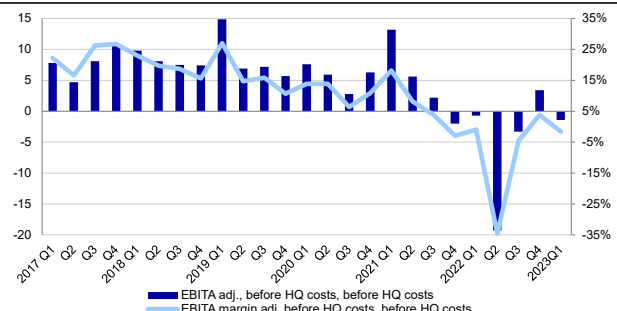
Source: Company data and Nordea

NETCOMPANY, NORWAY: REVENUE (DKKm)



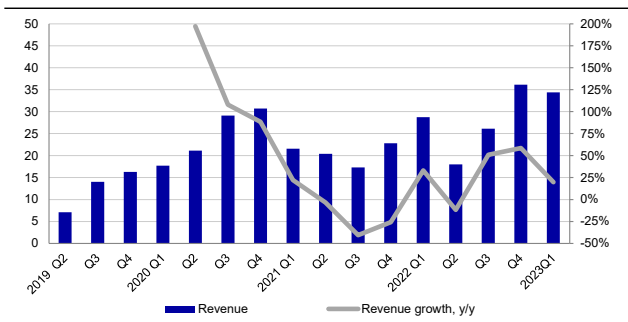
Source: Company data and Nordea

NETCOMPANY, NORWAY: EBITA (DKKm)



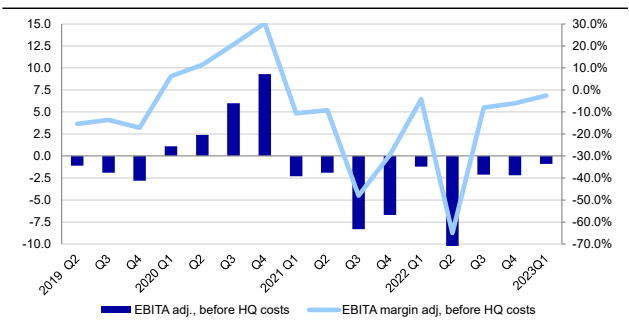
Source: Company data and Nordea estimates

NETCOMPANY, NETHERLANDS: REVENUE (DKKm)



Source: Company data and Nordea

NETCOMPANY, NETHERLANDS: EBITA (DKKm)



Source: Company data and Nordea

Reported numbers and forecasts

INCOME STATEMENT

DKKm	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
Total revenue	758	900	1,416	2,053	2,454	2,839	3,632	5,545	6,183	7,111	8,036
Revenue growth	20.5%	18.7%	57.4%	45.0%	19.5%	15.7%	28.0%	52.7%	11.5%	15.0%	13.0%
of which organic	20.5%	17.1%	37.0%	25.5%	17.7%	15.5%	17.0%	14.7%	11.5%	15.0%	13.0%
of which FX	0.0%	0.0%	0.3%	0.1%	0.0%	-1.1%	0.9%	0.0%	-0.5%	0.0%	0.0%
EBITDA	228	233	402	520	669	809	843	1,112	1,171	1,346	1,561
Depreciation and impairments PPE	-21	-32	-34	-40	-56	-65	-88	-139	-180	-160	-160
of which leased assets	0	-11	-19	-24	-37	-42	-54	-90	-105	-116	-127
EBITA	207	201	369	480	613	744	755	973	991	1,186	1,401
Amortisation and impairments	0	-74	-96	-115	-102	-99	-51	-134	-133	-165	-185
EBIT	207	127	273	365	511	645	704	839	858	1,021	1,216
of which associates	0	0	0	0	0	0	0	0	0	0	0
Associates excluded from EBIT	0	0	0	0	0	0	0	0	0	0	0
Net financials	0	-62	-73	-110	-14	-47	-33	-70	-91	-65	-45
of which lease interest	0	0	-1	-1	-3	-4	-4	0	0	0	0
Changes in value, net	0	0	0	0	0	0	0	0	0	0	0
Pre-tax profit	208	65	200	254	497	598	671	769	766	956	1,172
Reported taxes	-20	-44	-59	-74	-109	-130	-153	-154	-184	-194	-238
Net profit from continued operations	188	21	141	180	389	468	517	616	582	762	933
Discontinued operations	0	0	0	0	0	0	0	0	0	0	0
Minority interests	0	0	0	0	0	0	0	0	0	0	0
Net profit to equity	188	21	141	180	389	468	517	616	582	762	933
EPS, DKK	3.75	0.43	2.81	3.60	7.77	9.36	10.35	12.31	11.65	15.24	18.67
DPS, DKK	-2.33	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
of which ordinary	-2.33	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
of which extraordinary	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Profit margin in percent

EBITDA	30.1%	25.9%	28.4%	25.3%	27.3%	28.5%	23.2%	20.1%	18.9%	18.9%	19.4%
EBITA	27.4%	22.3%	26.0%	23.4%	25.0%	26.2%	20.8%	17.6%	16.0%	16.7%	17.4%
EBIT	27.4%	14.1%	19.3%	17.8%	20.8%	22.7%	19.4%	15.1%	13.9%	14.4%	15.1%

Adjusted earnings

EBITDA (adj)	228	268	435	555	674	809	881	1,112	1,171	1,346	1,561
EBITA (adj)	207	236	402	514	617	744	793	973	991	1,186	1,401
EBIT (adj)	207	162	306	399	516	645	742	839	858	1,021	1,216
EPS (adj, DKK)	3.75	0.97	3.33	4.14	7.84	9.36	10.94	12.31	11.65	15.24	18.67

Adjusted profit margins in percent

EBITDA (adj)	30.1%	29.8%	30.7%	27.0%	27.5%	28.5%	24.3%	20.1%	18.9%	18.9%	19.4%
EBITA (adj)	27.4%	26.3%	28.4%	25.0%	25.2%	26.2%	21.8%	17.6%	16.0%	16.7%	17.4%
EBIT (adj)	27.4%	18.0%	21.6%	19.4%	21.0%	22.7%	20.4%	15.1%	13.9%	14.4%	15.1%

Performance metrics

CAGR last 5 years											
Net revenue	23.7%	22.4%	28.7%	34.8%	31.3%	30.2%	32.2%	31.4%	24.7%	23.7%	23.1%
EBITDA	20.6%	16.6%	31.2%	41.7%	33.7%	28.8%	29.3%	22.6%	17.6%	15.0%	14.0%
EBIT	19.3%	4.0%	23.2%	35.5%	28.0%	25.5%	40.8%	25.2%	18.6%	14.8%	13.5%
EPS	23.8%	-23.0%	9.9%	19.6%	23.7%	20.0%	89.2%	34.3%	26.5%	14.4%	14.8%
DPS	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.
Average last 5 years											
Average EBIT margin	24.7%	20.9%	20.1%	19.5%	19.6%	19.9%	20.2%	18.5%	17.2%	16.1%	15.2%
Average EBITDA margin	26.7%	25.8%	26.7%	26.8%	27.1%	27.3%	26.2%	23.9%	22.3%	20.9%	19.8%

VALUATION RATIOS - ADJUSTED EARNINGS

DKKm	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
P/E (adj)	n.a.	n.a.	n.a.	53.2	40.4	66.5	64.4	23.9	24.2	18.5	15.1
EV/EBITDA (adj)	n.a.	n.a.	n.a.	21.6	24.8	39.0	42.1	14.6	12.8	10.7	8.7
EV/EBITA (adj)	n.a.	n.a.	n.a.	23.3	27.0	42.4	46.7	16.7	15.2	12.1	9.7
EV/EBIT (adj)	n.a.	n.a.	n.a.	30.0	32.3	48.9	49.9	19.4	17.5	14.1	11.2

VALUATION RATIOS - REPORTED EARNINGS

DKKm	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
P/E	n.a.	n.a.	n.a.	61.1	40.8	66.5	68.1	23.9	24.2	18.5	15.1
EV/Sales	n.a.	n.a.	n.a.	5.84	6.80	11.11	10.20	2.93	2.43	2.02	1.69
EV/EBITDA	n.a.	n.a.	n.a.	23.1	24.9	39.0	43.9	14.6	12.8	10.7	8.7
EV/EBITA	n.a.	n.a.	n.a.	25.0	27.2	42.4	49.0	16.7	15.2	12.1	9.7
EV/EBIT	n.a.	n.a.	n.a.	32.9	32.6	48.9	52.6	19.4	17.5	14.1	11.2
Dividend yield (ord.)	n.a.	n.a.	n.a.	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
FCF yield	n.a.	n.a.	n.a.	1.8%	3.1%	2.0%	-0.3%	3.6%	4.1%	5.3%	6.6%
FCF Yield bef A&D, lease adj	n.a.	n.a.	n.a.	1.6%	3.1%	2.1%	2.9%	3.3%	3.4%	4.5%	5.7%
Payout ratio	n.m.	0.0%	0.0%	0.0%	0.0%	10.7%	0.0%	0.0%	0.0%	0.0%	0.0%

Source: Company data and Nordea estimates

BALANCE SHEET

DKKmn	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
Intangible assets	4	2,373	2,604	2,485	2,551	2,451	3,896	3,880	3,847	3,787	3,712
of which R&D	0	0	0	0	0	0	0	0	100	205	315
of which other intangibles	4	489	495	376	286	187	524	507	507	507	507
of which goodwill	0	1,884	2,109	2,109	2,264	2,264	3,372	3,372	3,239	3,074	2,889
Tangible assets	20	41	55	117	146	135	317	332	319	346	393
of which leased assets	12	25	31	83	101	89	235	247	247	247	247
Shares associates	0	0	0	0	0	70	110	105	105	105	105
Interest bearing assets	0	0	0	0	0	0	0	0	0	0	0
Deferred tax assets	11	0	0	1	4	9	17	33	33	33	33
Other non-IB non-current assets	0	0	0	0	0	0	0	0	0	0	0
Other non-current assets	-11	0	0	-1	-4	19	28	56	56	56	56
Total non-current assets	24	2,414	2,658	2,602	2,697	2,684	4,369	4,406	4,360	4,327	4,299
Inventory	0	0	0	0	0	0	0	0	0	0	0
Accounts receivable	180	258	445	458	531	459	1,032	1,112	1,240	1,426	1,612
Short-term leased assets	11	19	24	37	42	54	90	105	116	127	134
Other current assets	174	103	139	268	305	484	1,068	1,235	1,491	1,710	1,930
Cash and bank	111	60	194	108	132	359	459	336	515	654	962
Total current assets	477	441	802	869	1,011	1,356	2,649	2,788	3,361	3,918	4,637
Assets held for sale	0	0	0	0	0	0	0	0	0	0	0
Total assets	501	2,855	3,461	3,471	3,708	4,039	7,018	7,194	7,721	8,244	8,937
Shareholders equity	300	1,261	1,644	1,806	2,072	2,429	3,031	3,520	4,103	4,865	5,798
Of which preferred stocks	0	0	0	0	0	0	0	0	0	0	0
Of which equity part of hybrid debt	0	0	0	0	0	0	0	0	0	0	0
Minority interest	0	0	0	0	0	0	7	6	6	6	6
Total Equity	300	1,261	1,644	1,806	2,072	2,429	3,038	3,526	4,109	4,871	5,804
Deferred tax	0	111	112	89	73	66	134	111	111	111	111
Long term interest bearing debt	0	1,178	1,265	1,106	959	761	2,276	1,872	1,572	1,072	572
Pension provisions	0	0	0	0	0	0	0	0	0	0	0
Other long-term provisions	0	0	0	0	0	0	0	0	0	0	0
Other long-term liabilities	0	0	0	0	0	0	0	0	0	0	0
Non-current lease debt	6	14	18	54	65	57	148	181	191	205	219
Convertible debt	0	0	0	0	0	0	0	0	0	0	0
Shareholder debt	0	0	0	0	0	0	0	0	0	0	0
Hybrid debt	0	0	0	0	0	0	0	0	0	0	0
Total non-current liabilities	6	1,303	1,395	1,249	1,128	1,057	2,671	2,178	1,874	1,389	902
Short-term provisions	5	9	30	36	4	0	9	12	13	15	17
Accounts payable	19	27	51	54	44	40	329	265	340	391	442
Current lease debt	6	12	14	29	39	35	99	85	90	97	103
Other current liabilities	180	222	336	310	441	478	877	1,127	1,295	1,482	1,669
Short term interest bearing debt	0	28	0	0	0	0	0	0	0	0	0
Total current liabilities	210	297	431	430	528	554	1,312	1,489	1,738	1,985	2,231
Liabilities for assets held for sale	0	0	0	0	0	0	0	0	0	0	0
Total liabilities and equity	516	2,860	3,469	3,485	3,728	4,039	7,021	7,193	7,721	8,244	8,937
Balance sheet and debt metrics											
Net debt	-111	1,118	1,070	998	826	402	1,817	1,536	957	313	-496
of which lease debt	12	25	31	83	104	93	247	266	281	302	322
Working capital	155	113	198	361	351	424	895	954	1,096	1,263	1,431
Invested capital	180	2,527	2,856	2,963	3,048	3,108	5,264	5,360	5,456	5,590	5,730
Capital employed	312	2,492	2,940	2,996	3,134	3,282	5,560	5,665	5,962	6,245	6,699
ROE	73.2%	2.7%	9.7%	10.4%	20.0%	20.8%	19.0%	18.8%	15.3%	17.0%	17.5%
ROIC	87.4%	9.4%	8.9%	10.7%	13.4%	16.3%	17.7%	15.8%	0.0%	-18.5%	-43.0%
ROCE	79.5%	11.7%	11.6%	13.8%	18.1%	20.7%	17.0%	15.5%	14.8%	16.7%	18.8%
Net debt/EBITDA	-0.5	4.8	2.7	1.9	1.2	0.5	2.2	1.4	0.8	0.2	-0.3
Interest coverage	65.3	2.0	3.4	8.0	10.9	10.7	18.1	8.7	9.4	15.8	27.2
Equity ratio	58.2%	44.1%	47.4%	51.8%	55.6%	60.1%	43.2%	48.9%	53.1%	59.0%	64.9%
Net gearing	-37.1%	88.7%	65.1%	55.3%	39.9%	16.5%	59.8%	43.6%	23.3%	6.4%	-8.6%

Source: Company data and Nordea estimates

CASH FLOW STATEMENT

DKKmn	2015	2016	2017	2018	2019	2020	2021	2022	2023E	2024E	2025E
EBITDA (adj) for associates	228	233	402	520	669	809	843	1,112	1,171	1,346	1,561
Paid taxes	-21	-34	-35	-167	-116	-126	-198	-234	-184	-194	-238
Net financials	7	65	79	80	33	22	40	75	-91	-65	-45
Change in provisions	5	4	21	6	-33	-4	9	3	1	2	2
Change in other LT non-IB	0	0	0	0	31	115	-79	-142	-14	0	0
Cash flow to/from associates	0	0	0	0	0	0	0	0	0	0	0
Dividends paid to minorities	0	0	0	0	0	0	0	0	0	0	0
Other adj to reconcile to cash flow	-11	-132	-177	-119	-38	-132	39	19	0	0	0
Funds from operations (FFO)	208	137	290	319	547	684	655	832	883	1,089	1,280
Change in NWC	9	-20	-95	-92	12	34	496	-59	-142	-167	-167
Cash flow from operations (CFO)	217	117	195	227	559	718	1,151	773	741	922	1,113
Capital expenditure	-10	-23	-30	-27	-27	-27	-61	-199	-162	-176	-191
Free cash flow before A&D	207	94	165	200	532	691	1,091	574	579	745	923
Proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Acquisitions	0	-2,516	-120	0	-37	-75	-1,194	-46	0	0	0
Free cash flow	207	-2,422	45	200	495	616	-103	529	579	745	923
Free cash flow bef A&D, lease adj	207	83	146	176	495	649	1,036	484	474	630	795
Dividends paid	-100	-116	0	0	0	0	-49	0	0	0	0
Equity issues / buybacks	0	0	0	0	-175	0	-100	-131	0	0	0
Net change in debt	0	0	0	0	-200	-198	1,515	-600	-300	-500	-500
Other financing adjustments	0	0	0	0	-34	-55	-74	7	-101	-106	-115
Other non-cash adjustments	-8	2,487	90	-287	-69	-126	-1,243	10	0	0	0
Change in cash	99	-52	135	-87	25	227	100	-123	179	140	308
Cash flow metrics											
Capex/D&A	46.5%	22.0%	23.3%	17.5%	17.4%	16.2%	n.m.	n.m.	n.m.	n.m.	n.m.
Capex/Sales	1.3%	2.6%	2.1%	1.3%	1.1%	0.9%	1.7%	3.6%	2.6%	2.5%	2.4%
Key information											
Share price year end (/current)	n.a.	n.a.	n.a.	220	317	623	705	294	282	282	282
Market cap.	n.a.	n.a.	n.a.	11,000	15,850	31,125	35,225	14,710	14,075	14,075	14,075
Enterprise value	n.a.	n.a.	n.a.	11,998	16,676	31,527	37,049	16,253	15,038	14,394	13,585
Diluted no. of shares, year-end (m)	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0

Source: Company data and Nordea estimates

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